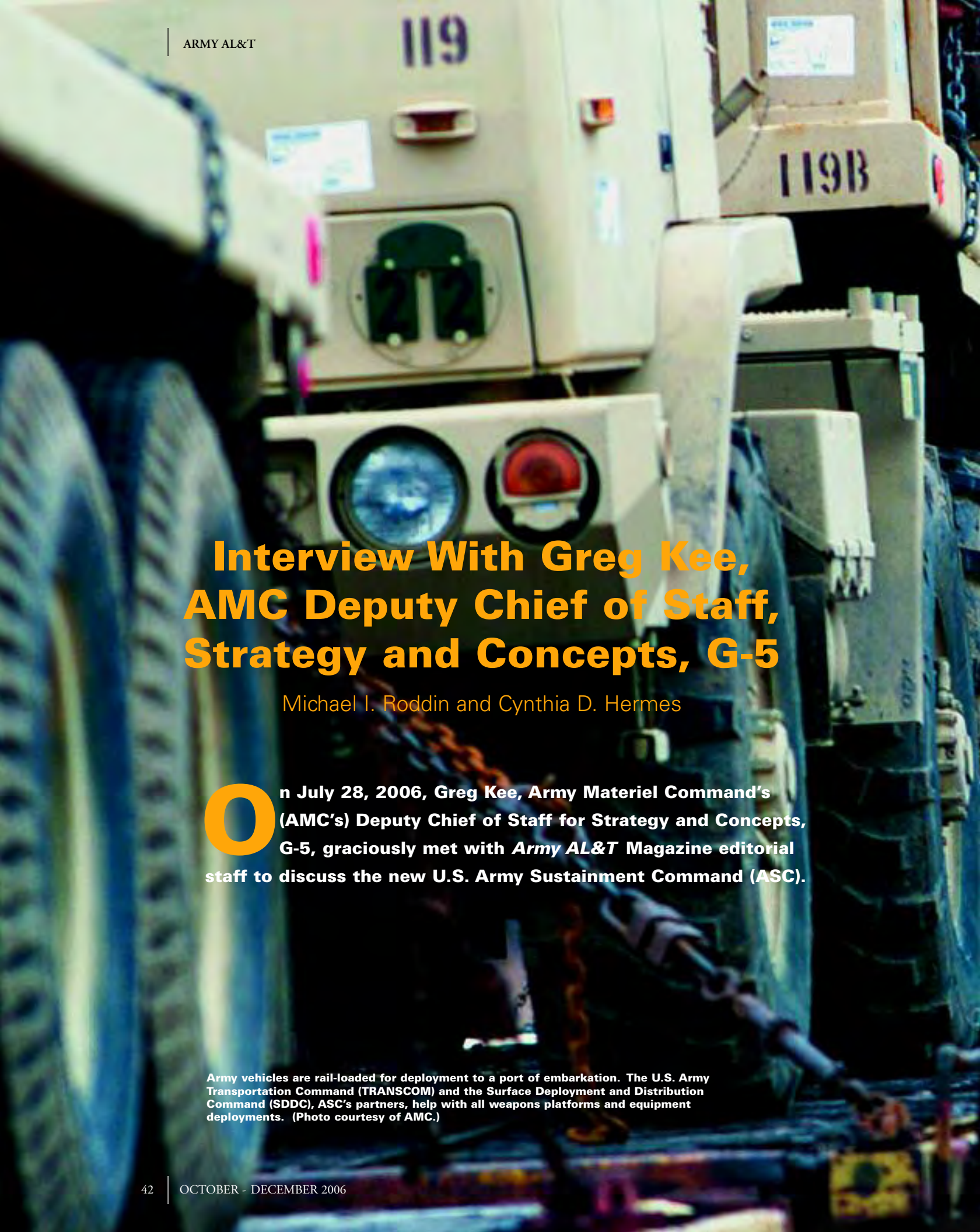


Interview With Greg Kee, AMC Deputy Chief of Staff, Strategy and Concepts, G-5

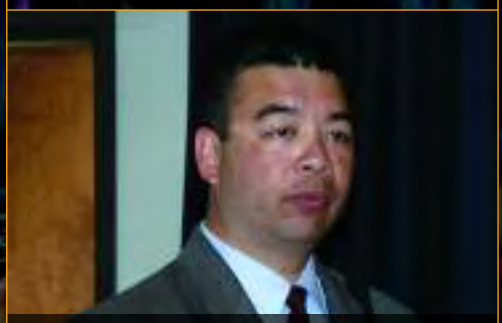
Michael I. Roddin and Cynthia D. Hermes

On July 28, 2006, Greg Kee, Army Materiel Command's (AMC's) Deputy Chief of Staff for Strategy and Concepts, G-5, graciously met with *Army AL&T* Magazine editorial staff to discuss the new U.S. Army Sustainment Command (ASC).

Army vehicles are rail-loaded for deployment to a port of embarkation. The U.S. Army Transportation Command (TRANSCOM) and the Surface Deployment and Distribution Command (SDDC), ASC's partners, help with all weapons platforms and equipment deployments. (Photo courtesy of AMC.)

AL&T: On Oct. 1, 2006, AMC's Army Field Support Command (AFSC) at Rock Island Arsenal, IL, will be newly designated as ASC. How will this new command help streamline end-to-end logistics and maintenance to support the Army's modular force?

Kee: To reduce the logistics footprint, the Army compressed echelons of support by eliminating theater, corps and division support commands and replaced those organizations with a more streamlined structure consisting of sustainment brigades, four regionally focused and globally employable Theater Sustainment Commands [TSCs] and ASC. Originally, the Army's modular logistics force design concept did not include formation of the ASC, but with impending Corps Support Command and Division Support Command deactivations and no national-level TSC to provide logistics connectivity, units were facing logistics shortfalls, particularly in the area of materiel management, unless the Army activated a command to replicate some of the TSCs' functions.



Kee discusses the importance of performance-based logistics and contingency contracting capabilities to the modular force. ASC will be the acquisition and logistics community's single face to the warfighter and will tie acquisition, logistics and technology (AL&T) together on the battlefield. (Photo courtesy of AMC Public Affairs.)

Converting AFSC into the "CONUS TSC" was a natural fit since the command was already executing a number of core competencies the Army sought in a CONUS-based command including logistics field assistance, equipment set maintenance/management and logistics integration with AMC's Life Cycle Management Commands [LCMCs].

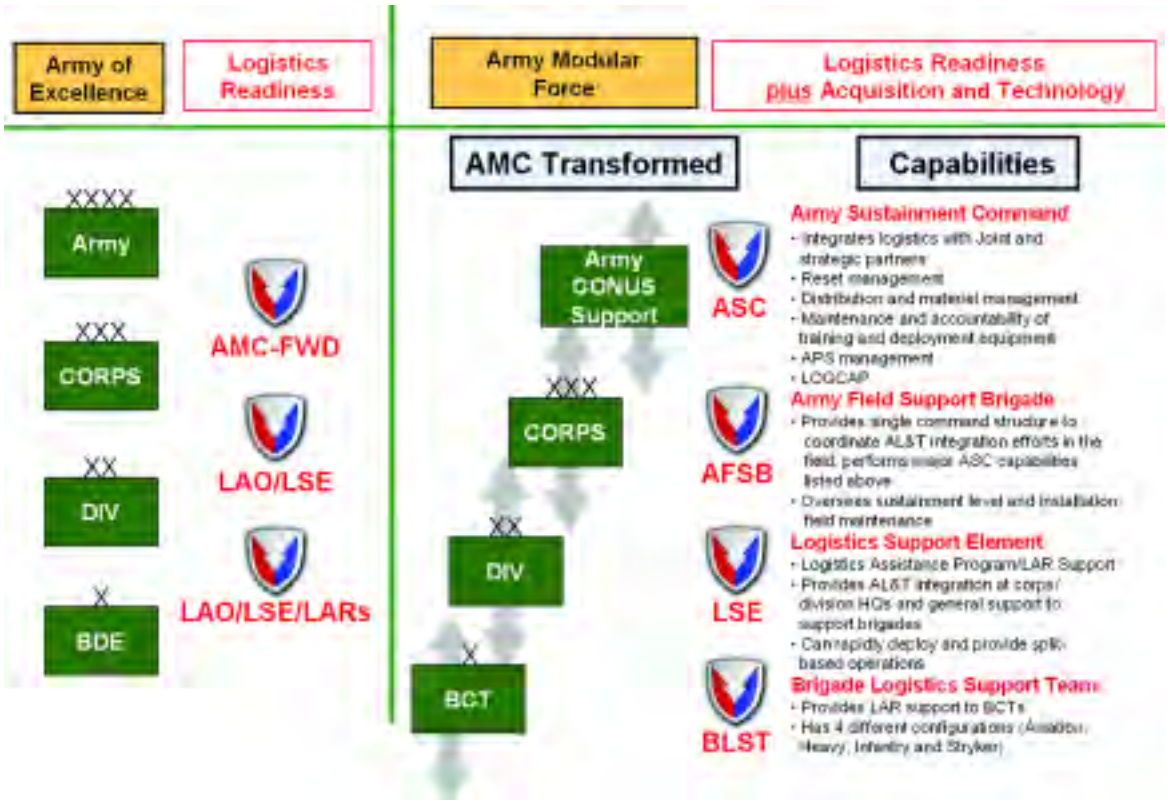


Figure 1. The New ASC Support Structure

Additional military personnel were given to the command to perform new missions such as materiel management, reset synchronization and contingency contracting operations [CCOs]. Combining these new missions with traditional AFSC roles will help streamline end-to-end logistics and maintenance support to the Army's modular force. So it's more than just a name change — it's a cultural change that will better enable AMC to support the field Army worldwide.

The modular force is transforming the Army and the way we do business. As you look at the overall structure and how we're modularizing, we're streamlining logistics, reducing that end tail and, as a result, we're eliminating some key pieces of the organization. At the theater level, we're eliminating support commands at the corps and division levels. At the same time, we're standing up these area TSCs to better support operations worldwide. ASC, as the CONUS-based TSC, is going to help AMC redefine how we support the warfighter with end-to-end logistics.

ASC is our single face to the warfighter and helps to tie together AL&T on the battlefield. And we're doing it through our Army Field Support Brigades [AFSBs] that we're putting in place on the ground that report to the ASC and act as the interface point. We're rebuilding the contingency contracting structure (*Editor's Note:* see related article on Page 54) that's going to tie into ASC and really focus on contingency contracting requirements and provide renewed synergy across the board to tie all of the AL&T elements together.

In the past, the Army used to be aligned with corps, divisions and brigades. AMC supported those formations with an AMC forward. The Logistics Assistance Offices [LAOs] and Logistics Support Elements [LSEs] through their Logistics Assistance Representatives [LARs], focused their support at the division, corps and Army levels. Previously, our primary focus was on logistics readiness. As the Army transforms to a modular and expeditionary force, AMC will support end-to-end AL&T across the board. Our challenge has been to restructure the design all the way down to brigade level to support the brigade-centric Army with the Brigade Logistics Support Team [BLST]. Then, we'll tier our way up through the LSE at the division and corps level to the AFSBs at theater level. ASC will plan, prepare and rapidly deploy subordinate units, and execute logistics from the national sustainment base, while also bolstering contingency contracting support along that same tiered approach. So that's how AMC has tied all these elements together in supporting the field Army, and that's how ASC will support end-to-end logistics and all AL&T battlefield functions. By providing a single face to the warfighter on the battlefield, we will be able to provide the necessary reach-back capability as well.

AL&T: Those contingency contracting assets you mentioned, will they be embedded in the actual modular force structure?

Kee: Contingency contracting will have a modular force design, and so

A Communications-Electronics LCMC LAR troubleshoots a Firefinder radar. (Photo by Chuck Fick, ASC.)

yes, they will be part of the Army modular force structure. However, they won't be embedded with the units as they were before modularization. Before, you had 51 Charlies [Contracting and Industrial Management Officers] that were embedded in each of the units as they deployed to provide the critical contracting capabilities and contracting support. Under the new concept, we've formed contingency contracting teams [CCTs], 4-man teams made up of 2 officers and 2 noncommissioned officers to provide the necessary contracting capability. We now have teams that can provide much-needed capabilities and are METT-TC [Mission, Enemy, Terrain and weather, Time, Troops and Civil considerations] savvy in terms of what the mission requires. They can conduct thorough mission analyses and determine how many contracting teams are needed to meet mission requirements. We will now provide a functional capability rather than individual Soldiers on an ad hoc basis.

AL&T: How will ASC improve logistical and maintenance support to the Army's combatant commanders (COCOMs) and their Soldiers worldwide?

Kee: ASC has seven organic AFSBs that will provide the full gamut of AMC/ASC logistics capabilities to our warfighters. ASC will provide an "AMC single face to the field" for all AL&T integration support. An AFSB will support the corps in CONUS and is regionally aligned OCONUS to support the corps or the Army Service Component Commander. The AFSB is normally OPCON [operational control] to the TSC in a theater of operations. The AFSB will leverage the enormous power of AMC's LCMCs by providing command and control over field maintenance and sustainment operations conducted by AMC's LSEs, Army Field Support Battalions [AFSBns] and BLSTs as illustrated in Figure 1 on Page 44. These units perform traditional AMC field logistics missions and are aligned with operational Army units as follows:

- LSEs — Formerly known as the LAO, the LSE supports the division and conducts the Logistics Assistance Program by providing units LARs from AMC's LCMCs. LSEs can rapidly deploy and conduct split-based operations.
- AFSBns — Are established to provide a consolidated AMC/ASC presence for specialized missions such as installation support at Fort Carson, CO; and Fort Bliss, TX; Army Pre-positioned Stocks [APS] management, and in-theater property accountability. Some of these AFSBns were formerly known as Combat Equipment Battalions prior to Army modularity.
- BLST — Supports the maneuver and aviation brigade combat team with LAR support and has four different configurations for aviation, heavy, infantry and Stryker.

The AFSB commander also oversees acquisition and technology support such as the Field Assistance Science and Technology program conducted by the U.S. Army Research, Development and Engineering Command, and various fielding programs executed by the program executive office/program management [PEO/PM] community. The oversight of CCOs was recently added to the AFSB commander's purview and in most deployed scenarios, the AFSB will exercise command and control over attached CCO assets ranging from CCTs to battalions. In an effort to simplify and streamline the environment that existed in the past by having multiple contracting activities in theater, the Army's new contingency contracting

An LAR with the Aviation and Missile LCMC provides technical support while repairing an Apache Longbow helicopter engine in Balad, Iraq. (Photo by Richard A. Mattox, PEO EIS.)

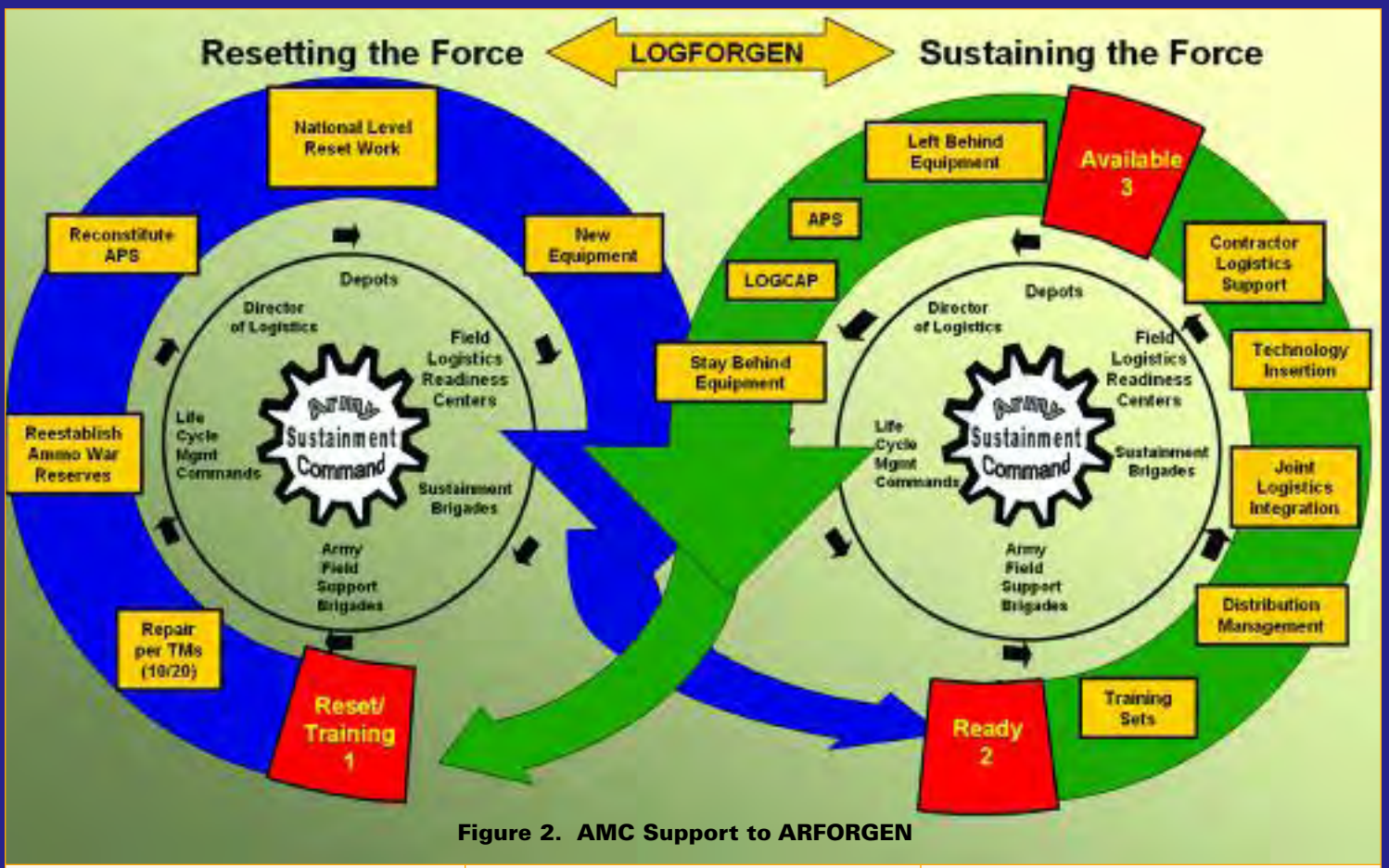


Figure 2. AMC Support to ARFORGEN

The ARFORGEN Model is really key to how the Army is going to provide that sustainment and support, and forms the linkage back to the industrial base. AMC support to the ARFORGEN process is called LOGFORGEN, or Log Force Generation. ASC will provide linkage back to the industrial base as well, helping synchronize the entire ARFORGEN process. If you refer to Figure 2, the red blocks represent each phase of the ARFORGEN process. There are three major phases as you move through the process — reset training, ready phase and available phase. Depicted in the yellow boxes are the individual elements that need to be addressed as you work your way through the process. Now a clear picture emerges of how the linkage forms back to the industrial base in terms of what you need to leverage. The inner circles are really where we start using and leveraging all the assets that are available to us to support the entire logistical process.

Each organization — the industrial base, depots and arsenals — plays a critical role by tying back into OEMs and leveraging the full capabilities of the DOLs. AMC recently gained control of the field logistics readiness centers, which used to be the old U.S. Army Forces Command [FORSCOM] Contract Maintenance Facilities [FCMFs]. FCMFs will help us provide yet another capability that we can leverage with the industrial base to provide logistics integration of time-critical equipment maintenance and support.

We're trying to balance all our diverse resources and leverage the capabilities of each organization to its fullest extent, thereby providing the most cost-effective AL&T solutions to the Army from a strategic integration, sustainment and support perspective. To fully exploit the industrial base's potential, we must continue leveraging partnerships with the depots, arsenals, and PEOs and PMs. We're trying to fully leverage performance-based logistics [PBL] and trying to work within the community to ensure that we again maximize our partnerships with the industrial base. Just because a depot may be government owned or operated, doesn't mean industry can't partner with us to provide the most cost-effective solutions and advance the latest technologies. We're working with the PEO/PM communities and the LCMCs to fully leverage the logistical capacity and the capabilities that are there, and build strong partnerships for the future.

AL&T: You mentioned the role LCMCs will play in providing cutting-edge PBL. In a recent *Army AL&T* Magazine interview, GEN Benjamin S. Griffin, AMC Commanding General, mentioned that over the next few years several more LCMCs are going to be cycled in. Can you discuss that for our readers?

Two contractor mechanics repair the turret on a Humvee at a refurbishment site near Camp Arifjan, Kuwait. (Photo courtesy of AMC.)

Kee: Yes, GEN Griffin and Secretary Claude M. Bolton Jr. [Army Acquisition Executive] both talked about two that they're exploring for the future — the Chemical Materials Agency and the Joint Munitions and Lethality LCMC. So we're exploring the feasibility of establishing two new LCMCs over the course of the next fiscal year.

AL&T: And then these new LCMCs will be brought into this LOGFORGEN system that AMC is currently building?

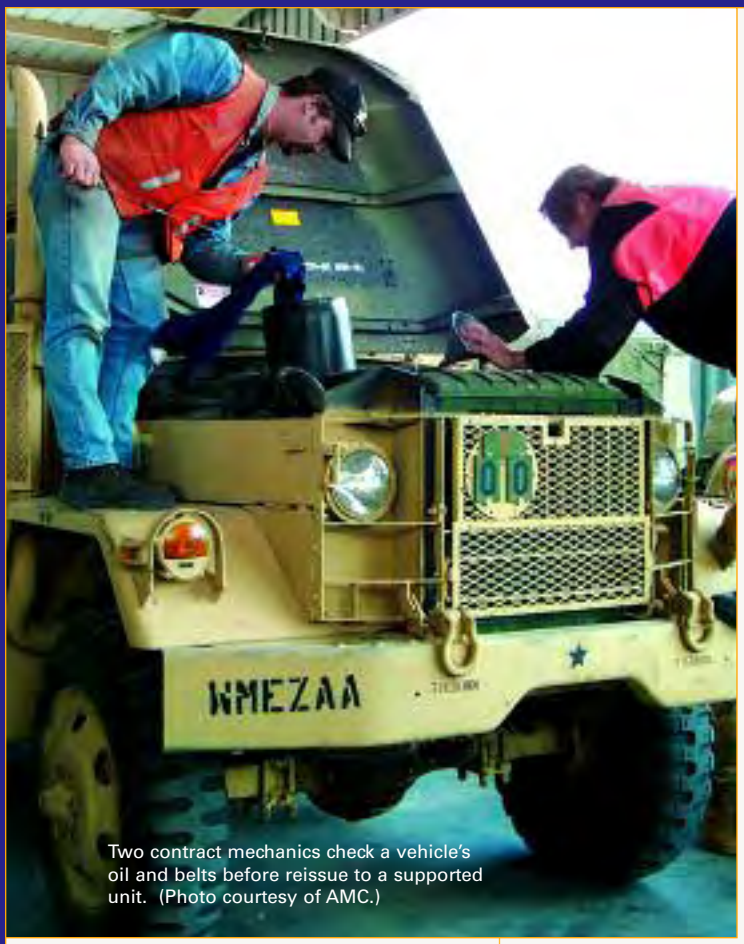
Kee: Yes, the key point to the life-cycle management process is taking a holistic look to better synchronize and integrate AL&T across the Army. This, ultimately, will help AMC and the AL&T community support the Army's ARFORGEN process. Again, the key point is leveraging our overall capabilities and capacity, to better synchronize AL&T across the board.

AL&T: In addition to AMC's already expanded mission support requirements for the APS and the Logistics Civil Augmentation Program (LOGCAP), how will ASC manage reset synchronization, the Army's distribution and materiel management functions and integration of logistics support with DOD's Joint and strategic partners?

Kee: ASC, in coordination with its strategic partners and its linkages to the LCMCs, will provide continuous support, equipment and materiel readiness to CONUS-based forces. The ASC will synchronize the national sustainment base operations to support operational and tactical logistics by leveraging and integrating AMC's full capabilities to quickly and efficiently generate and project combat power. ASC Headquarters [HQ] is being restructured to mirror the TSC and, as such, will have a Distribution Management Center [DMC] that will eventually replicate key functions previously accomplished by all Corps and Division Materiel Management Centers. Managing DMC is a critical new mission and a major cultural shift for the transformed command, and most of the additional military personnel will be assigned against materiel management positions. Logistics managers assigned to DMC will establish strong working relationships with our Joint and strategic partners to collectively meet the priorities and requirements established by our COCOMs and their warfighters. By leveraging all of its capabilities, subordinate units, and partnering relationships with LCMCs and our strategic partners at TRANSCOM, SDDC and DLA, those organizations are all going to be critical in tying in and leveraging support for the reset process overall. And managing our APS, LOGCAP contingency contracting plays a key piece in the support that's provided there. ASC's challenge is to synergize the entire process and move it rapidly forward to the future.

Another critical piece is the APS and predeployment training equipment that we're currently using and supporting FORSCOM with in providing force projection capability. ASC will manage all APS while providing the support to leverage our structure from the brigade level all the way up to the AFSB level, building on those partnerships with LCMCs and other external agencies to push that support forward to where it is needed most. By leveraging our partnership with SDDC and TRANSCOM to work the transportation elements, we can expedite the

An Anniston Army Depot employee strips down an M818 5-ton truck, which will become an armored gun truck that will provide convoy support along main supply routes throughout Iraq. (U.S. Army photo by Rudy Miller.)



Two contract mechanics check a vehicle's oil and belts before reissue to a supported unit. (Photo courtesy of AMC.)

structure and single-provider AFSB concept will help synchronize contracting operations in theater. Over the next 2 years, the Army plans to activate 30 CCTs, 7 senior CCTs and 3 CC battalions. These units will provide an improved and more efficient contingency contracting capability to the expeditionary Army. When deployed, the AFSB will also provide contractor accountability through a Contractor Coordination Cell. The AFSB will also be organized to coordinate reach-back operations with Joint and national partners that will include the Defense Logistics Agency [DLA], among others, when required.

Army logisticians have long understood the tremendous benefits of having one organization that links the national sustainment base to the operating force. ASC, with its forward deployed AFSBs, will provide this single interface to the warfighter who will benefit greatly from having a more responsive logistics organization that provides one-stop shopping for all AL&T needs.

To recap, we have seven AFSBs worldwide providing that support to our COCOMs today. Below them, the AFSBs provide additional support on a specific site basis. We tie in the LSEs and the LAOs at the corps and division levels to pull logistics and maintenance support together and better leverage those capabilities. At brigade level, the BLSTs ensure that we have the necessary top-to-bottom support.

AL&T: This logistical support structure is being tested now on the ground in Iraq and Afghanistan, is that correct?

Kee: Absolutely. The seven AFSBs have been stood up as provisional units. The Modified Table of Organization and Equipment [MTOE] has been approved, so that's a new capability in that they're not Table of Distribution Allowances [TDA] organizations. The AFSBs are actually deployable organizations. The first two AFSBs will be activated on Oct. 16, 2006. The two AFSBs in Iraq and Southwest Asia will be stood up as the first two MTOE organizations that will convert from TDA status to an MTOE organization. And over the next three years, we will stand up all seven and convert them to MTOE organizations.

AL&T: How will ASC forge a strong industrial link between the Army depots and arsenals and the operational and expeditionary Army to provide greater logistical integration, maintenance and combat field services?

Kee: As AMC's logistics integrator for reset operations, ASC will work closely with AMC's LCMCs to expand depot relationships with installation Directorates of Logistics [DOLs], U.S. Army Reserve [USAR] and National Guard Bureau [NGB] maintenance facilities. Building upon existing LCMC reset processes and methods, the LCMCs will focus on fleet planning at the Brigade Combat Team level and blend the capabilities of the original equipment manufacturers [OEMs], depots/arsenals, installation DOLs, Field Logistics Readiness Centers and NGB/USAR maintenance capabilities to provide warfighters a totally synchronized Army Force Generation [ARFORGEN] sustainment solution. ASC, as a part of the ARFORGEN process, will leverage and integrate the AMC LCMCs' capabilities with those of the national sustainment base to ensure the required materiel readiness posture as units enter and progress through each phase of the ARFORGEN process. The AFSB will be the warfighters' first entry point in the field, while the LCMC will continue to conduct fleet maintenance planning and work loading at the depots.

> To fully exploit the industrial base's potential, we must continue leveraging partnerships with the depots, arsenals, and PEOs and PMs.

process. By pushing materiel and equipment forward, ASC can better support the retrograde process in bringing equipment out of theater for repair/reset. As overworked and battle-damaged weapons systems and equipment make their way back to the depots and repair facilities, ASC is working with DLA and SDDC to retrograde it all back into the industrial base so we can reset the equipment. Synchronizing and leveraging our combined and collective capabilities and capacities will be ASC's key mission requirement.

AL&T: Looking at the additional missions that ASC is going to undertake under this new modular structure in supporting deployed units worldwide, is AMC as a whole gaining additional manpower and fiscal resources to undertake this massive mission?

Kee: Yes, at the ASC HQ level, they will be increasing their staff from 250 military to support the mission, and those folks are flowing into Rock Island as we speak. So the Army is working hard to staff up and source us to provide the necessary mission support. The contingency contracting mission will be phased in over the next three years and our military structure — the 51 Charlies that are flowing into AMC to stand up our units — will help us build CCTs, CC Battalions and Contracting Support Brigades. This will help us align our structure to better provide responsive support to the modular force and an expeditionary Army.

A ship full of Heavy Expanded Mobility Tactical Trucks, Humvees and other trucks headed for Southwest Asia plows through choppy seas. (Photo courtesy of AMC.)

AL&T: Are there any other unique aspects of ASC you'd like to share with our readers?

Kee: If I can drive home one point, it's this — ASC and AMC are transforming to support the modular Army for the future. We're doing it in partnership across the AL&T community and with our Joint strategic partners. The Army is heavily relying on ASC and AMC to put the necessary tools, resources and people in place to ensure that we're providing focused PBL forward support to our Soldiers worldwide, regardless of where the mission takes them. This combined team effort is made possible by the PEOs, PMs and LCMCs, along with our industry partners. We can't do it without their support.

Spray technicians apply TankSkin™ to a fuel tanker at the 402nd AFSB-Iraq. The high-tech coating is self-sealing and provides ballistic protection. (U.S. Army photo by Mike Comeau.)

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